

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES  
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

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Contact Person/Phone: Ronald K. Yamakawa, Executive Director/  
586-0301

I. Goals

The State Foundation on Culture and the Arts adopted its new strategic plan, effective 2003 to 2008 in July 2003. The planning process involved ten professionally facilitated Talk Story sessions with the public on four islands. The plan includes the following goals:

- A. #1 – To provide leadership and advocacy for culture and the arts in Hawai'i, and to promote better collaboration and communication between SFCA, the culture and arts community, the business community, policy-makers and the general public.
- B. #2 – To increase funding in support of the culture and arts community and SFCA's overall mission.
- C. #3 – To reach people with limited access to culture and the arts, especially rural communities and the Neighbor Islands.
- D. #4 – To undertake initiatives focusing on Native Hawaiian culture and the arts, in partnership with the Hawaiian culture and arts community and interested organizations.
- E. #5 – To advance the goal of ensuring that the arts are integral to the education of every student in Hawai'i.

II. Objectives and Policies

Objectives and policies of the FY2003-2008 strategic plan are as follows:

- A. Goal #1 – To provide leadership and advocacy for culture and the arts in Hawai'i, and to promote better collaboration and communication between the SFCA, the culture and arts community, the business community, policy-makers and the general public.

1. Leadership and Advocacy
    - a. Encourage the capacity and leadership development of the culture and arts community
  2. Collaboration and Communication
    - a. Develop and implement a broad-based communications strategy to connect the arts community with the business community, policy-makers and the general public
    - b. Consolidate recognition and awards programs to provide a higher profile for awardees and promote collaboration among groups and art forms
  3. Operational
    - a. Align SFCA programs and staff to better serve the mission and various publics
    - b. Include collaboration and communication as best practices in how we implement other priorities and programs
  4. Special Initiatives
    - a. Conduct a pilot project to connect the culture and the arts community with the visitor community, in partnership with other state and private agencies and groups serving the visitor industry
    - b. Develop and promote the Hawai'i State Art Museum (HiSAM) as a major capital and program platform for arts education, the promotion of culture and the arts, the recognition of Hawaii's artists and practitioners, and the visibility of the arts to residents and visitors
- B. Goal #2 – To increase funding in support of the culture and arts community and SFCA's overall mission
1. Conduct an inventory and benchmark assessment of the culture and arts funding needs, availability, sources, existing and projected funding
  2. Research and develop alternative streams of funding and funding structures
  3. Promote the economic and socio-cultural impact of the arts to

opinion makers, potential funders, and the general public

4. Operational
  - a. Recognizing that fundraising is a new priority, clarify the purposes and responsibility for generating funds
  - b. Assess the effectiveness of the grant funding program
  - c. Assess the effectiveness and structure of the one percent earmark from the construction of public capital improvements for art acquisition
- C. Goal #3 – To reach people with limited access to culture and the arts, especially rural communities and the Neighbor Islands
  1. Identify populations in the State that have limited access to culture and the arts
  2. Travel special exhibits and establish a collection loan program
  3. Ensure that art from the Neighbor Islands and special populations are represented in commissions, acquisitions and displayed art
  4. Ensure that permanent works of art are commissioned in rural communities and the Neighbor Islands
  5. Assess barriers to artists and practitioners with disabilities
  6. Operational
    - a. Assess and improve the effectiveness of field, outreach, extension and partnership programs, including technical support for the application of SFCA grants
    - b. Promote the interactive use of the website
- D. Goal #4 – To undertake initiatives focusing on Native Hawaiian culture and the arts, in partnership with the Hawaiian culture and arts community and interested organizations
  1. Focus and strengthen public support for indigenous culture and the arts, and indigenous artists and cultural practitioners
  2. Strengthen SFCA's institutional knowledge and staff expertise

3. Support the inclusion on the Commission of a traditional practitioner and a Native Hawaiian representative
  4. Develop partners and promote Hawai'i as a venue for the Festival of the Pacific Arts in 2012
- E. Goal #5 – To advance the goal of ensuring that the arts are integral to the education of every student in Hawai'i
1. Support the development, distribution and training for the A.R.T.S. First Toolkit and Curriculum for classroom teachers, artists, and arts educators
  2. Increase the quality of design and implementation of the artist residency program for pre K-12
  2. As appropriate, include professional development opportunities for teachers as a part of SFCA-sponsored programs

### III. Action Plan with Timetable

- A. The following reflects past year accomplishments and projected accomplishments to the SFCA's Strategic Plan:
1. Goal #1 – To provide leadership and advocacy for culture and the arts in Hawai'i, and to promote better collaboration and communication between the SFCA, the culture and arts community, the business community, policy-makers and the general public
    - a. Past Year Accomplishments – Sustained funding to approximately 123 organizations; welcomed the Department of Human Services as a new resource for grants program support; maintained the Hawai'i State Art Museum, which received more than 20,000 visitors during the year; hosted visit of National Endowment for the Arts Chairman Dana Gioia; completed 2 art commissions/artists in residency projects in public schools on Kaua'i and Hawai'i; contracted 3 new commissioned works of art on O'ahu and Maui; conducted statewide advocacy workshops through National Assembly of State Arts Agencies' CEO, Jonathan Katz; mounted student art

exhibition at Hawai'i Convention Center; awarded three subgrants to support youth-at-risk arts programming in rural communities; completed redesign of SFCA website; further developed plans for communications; commenced with restructuring of fellowships and awards programs; mounted abstract exhibition, *Inner Scapes*, and two other exhibitions, *Reflecting Hawaii* and *Summertime*; launched museum's participation in First Friday program; developed Friends of the Hawai'i State Art Museum and Hawaii Capital Cultural District as two new nonprofit entities; discussed plan for museum product development; proceeded with work to publish commemorative book on SFCA commissions; continued to publish agency newsletter, *Hawai'i Artreach*.

- b. One Year (FY2006): Host SFCA 40<sup>th</sup> Year Anniversary Conference with related special events and exhibits in Hawai'i State Art Museum; continue improving the agency website; continue publishing *Hawai'i Artreach*; reinstate restructured SFCA awards programs; convene advisory group to further develop Folk Arts Program; review and redesign the community arts program; administer grants through Biennium Grants Program; complete construction of Visitor Center, gift shop and cafe; develop comprehensive museum product development plan; continue developing the Hawai'i Capital Cultural District; continue work on commemorative book---40 years of commissioning works of art; complete 6 statewide art commissions; implement commissions maintenance and conservation plan; restore *Sun and Moon* pieces at State Capitol; mount 2 new exhibitions in Hawai'i State Art Museum; initiate eight new commissioned works of art; continue working and training student interns for museum work; continue expanding and developing the volunteer program for the state art museum.
- c. Two Years (FY2007): Continue developing website and publishing newsletter; continue work on communications plan; begin preparations for agency's next strategic plan; mount an exhibition featuring accomplishments of SFCA programs; implement SFCA communications plan; complete 8 art commissions on O'ahu, Maui, and Hawai'i at public schools and State buildings; continue developing

museum volunteer database; organize museum docent council; implement multidisciplinary art activities; complete new security contract for museum; assess operations of museum amenities.

- d. Five Years (FY2010): Continue implementing communications plan and publishing agency newsletter; continue developing agency website; complete work on the 2009-2013 strategic plan; establish museum governance recommendations for next strategic plan; complete art commissions at Kapolei Judiciary; continue vigorous exhibition schedule at the museum; and develop community partnerships to further culture and the arts.

2. Goal #2 – To increase funding in support of the culture and arts community and SFCA's overall mission

- a. Past Year Accomplishments – Introduced legislation supporting increase to SFCA grants program; sustained funding for grants program; awarded 123 grants in eleven discipline areas; aligned grants program more closely with strategic plan; restructured grants program into four program areas resulting in more cost effective process; convened a committee to review effectiveness of Biennium Grants Program; developed Friends of the Hawai'i State Art Museum, which received its nonprofit status to receive contributions for the museum; completed business plan for gift shop; conducted 94 docent tours of the museum and developed volunteer program that logged 2,250 hours of volunteer work during the year; sustained funding from the National Endowment for the Arts and formed new partnership with Department of Human Services to administer funding in support of Temporary Assistance to Needy Families (TANF) grant.
- b. One Year (FY2006): Implement increased grants budget of \$2+ million, the highest grants budget in a decade; continue partnership with the Department of Human Services; continue to evaluate effectiveness of Biennium Grants Program; develop online grants application and contractual forms with DAGS Systems and Procedures; continue awarding grants to community to sustain and develop arts programming; partner with other organizations for major grant proposals in arts education;

develop strategic plan for the museum; develop the Friends of the Hawai'i State Art Museum as a viable fundraising entity.

- c. Two Years (FY2007): Continue awarding grants through Biennium Grants Program; continue grants partnership with Department of Human Services and negotiate new contract; review outcomes of grants program with strategic priorities; broker partnerships between Hawaii Tourism Authority and culture and arts community; and monitor and track Special Fund performance and trends.
  - d. Five Years (FY2010): Continue awarding grants through Biennium Grants Program; continue funding partnerships with the National Endowment for the Arts and the Department of Human Services; further assess alternative funding stream(s); continue to work with the Friends of the Hawai'i State Art Museum to generate funding for the museum.
3. Goal #3 – To reach people with limited access to culture and the arts, especially rural communities and the Neighbor Islands.
- a. Past Year Accomplishments - Continued awarding grants to neighbor island, rural and underserved communities, including 45 neighbor island projects; continued to provide funding to the University of Hawaii's Statewide Cultural Extension Program (SCEP) that tours local artists to rural schools, libraries and nontraditional venues throughout the state; provided grants to encourage arts programming for at-risk youth in rural areas; conducted informational sessions on Biennium Grants Program in Honolulu and the neighbor islands; convened SFCA Commission meetings in Lana'i and Maui to perform outreach into neighbor island communities; attended and purchased works of art from neighbor island art exhibitions; included neighbor island jurors on art acquisition award selection committees and grant panels; completed 2 art commissions at schools on Kaua'i and Hawai'i and continued commissions contracted for the neighbor islands; wrote plan and budget for statewide artist residencies; rotated works of art at various Big Island sites; mounted new exhibit called *Reflecting*

*Hawai'i*, which promoted the identity of Hawai'i; and completed publication of *Moloka'i in History*.

- b. One Year (FY2006): Increase outreach to underserved populations and rural communities; continue funding SCEP Program to serve rural audiences; develop partnerships with VSA-Arts Hawaii Pacific and Art Space; host events featuring Native Hawaiian traditional artists in partnership with community resources; continue to schedule neighbor island commission meetings; review and revise if necessary initiatives for youth at risk; hired Community Arts coordinator to provide technical assistance to neighbor islands; continue implementing Lana'i performing arts project; continue to develop conservation and treatment plan for Art in Public Places Collection; digitize collection; initiate work on 6-10 new commissioned works of art; complete 2 art commissions on Moloka'i and Kaua'i; continue with statewide art rotation schedule, including 5 neighbor islands; implement conservation schedule for all works of art in the state; formally address architecturally integrated commissions; and continue SFCA communications plan and website development.
- c. Two Years (FY2007): Facilitate new partnerships and communications with underserved populations; assess effectiveness of newly revised youth at risk projects/grants; perform assessment of older adults and develop related policies regarding encouraging access to the arts for them; implement collection conservation and treatment plan for artworks; introduce museum First Friday concert and lecture series; build conservation infrastructure; develop and initiate airports culture and arts initiative; initiate 8 new commissioned works of art, including 3 on the neighbor islands; and initiate traveling exhibitions from museum with related educational components.
- d. Five Years (FY2010): Assist in linkages and venues for cultural practitioners, especially those who are Native Hawaiian; expand youth at risk projects; continue funding projects and developing initiatives to serve rural and neighbor island communities; complete one rotation cycle of Relocatable Works of Art in State buildings; address

educational and branding aspects of program development; initiate 8 new commissioned works of art, including 5 on the neighbor islands.

4. Goal #4 – To undertake initiatives focusing on Native Hawaiian culture and the arts, in partnership with the Hawaiian culture and arts community and interested organizations
  - a. Past Year Accomplishments – Produced compact disk version of *Na Mele Paniolo*, to further appreciation of traditional Hawaiian music; completed 9 commissioned works of art projects at the UH Center for Hawaiian Studies; convened a panel of four renowned Hawaiian chanters to discuss their art and share their expertise with the public; continued work on mounting a major exhibition in the Hawai‘i State Art Museum on the life of renowned kumu hula ‘Iolani Luahine and other esteemed teachers; archived related historical tape and film; continued funding to \_\_ community arts programs in Hawaiian arts and culture.
  - b. One Year (FY2006): Collaborate with Office of Hawaiian Affairs and other Native Hawaiian organizations to identify, consolidate and establish culture and arts partnerships; open exhibit featuring ‘Iolani Luahine and esteemed kumu hula, including film conversion, oral history and educational programs; continue to distribute *Paniolo* recording; initiate planning for exhibition of Native Hawaiian contemporary art; convene discussions on Native Hawaiian art for the museum; develop multi-disciplinary art activities; develop and implement commissions through establishing a University of Hawai‘i-Community Residency; continue awarding Folk Arts apprenticeships and community grants for cultural projects.
  - c. Two Years (FY2007): Develop capacity building forums in partnership with other organizations; explore collaborations to pursue Hawai‘i as a venue for the Festival of Pacific Arts in 2012; mount an educational exhibit with interactive teaching tools promoting Native Hawaiian culture and arts, especially targeting schools and underserved communities; continue awarding Folk Arts

apprenticeships and community grants for cultural projects; host a multidisciplinary arts event with visual and performing arts at the museum; continue implementation of UH/Community residency commissions; continue awarding Folk Arts apprenticeships and community grants for cultural projects.

- d. Five Years (FY2010): Continue collaboration and preparation for the Festival of Pacific Arts with Hawaii as the venue in 2012; continue awarding Folk Arts apprenticeships and community grants for cultural projects; and assess effectiveness of efforts to promote and preserve Native Hawaiian culture and the arts.
5. Goal #5 – To advance the goal of ensuring that the arts are integral to the education of every student in Hawai‘i
- a. Past Year Accomplishment: Continued with evaluation phase of *Arts First*, a strategic plan developed to integrate the arts into the core curriculum of public education; continued partnerships with the Department of Education and Hawaii Alliance for Arts Education; continued leading the Hawaii Arts Education Partners; developed Artistic Teaching Partners (ATP – formerly the Artists in the Schools Program) and placed artist roster online; offered ATP training to participating artists; conducted professional development workshops for teachers; established online teaching tool, *Hawaii Learning Interchange*; awarded 23 grants in arts education through the Biennium Grants Program; developed and conducted guided docent school tours of the Hawai‘i State Art Museum; designed and distributed educational packet for teachers to facilitate touring *Inner Scapes* exhibition; designed 3-part immersion program as educational outreach for schools touring *Inner Scapes*; published and distributed guidelines and application forms for artistic teaching partners; mounted a juried display of student art at the Hawai‘i Convention Center; and recognized three intermediate schools with School Arts Excellence Awards;.

- b. One Year (2006): Implement new guidelines for the Artistic Teaching Partners program, and implement the program's evaluation plan; continue training artists for the ATP program; complete exhibits featuring the *Arts First* curriculum; continue Hawaii Learning Interchange and Waiahole Research Project; transfer site of the Student Art Exhibition and host exhibit; continue providing professional development for teachers and artist mentorship program; award 3 School Arts Excellence Awards to elementary schools; engage in a teacher development program for the museum; arrive at new agreement with Department of Education for the Artists in Residency Program; further develop the museum's arts education program outreach to schools; complete Artist in Residence project in public school; continue awarding arts in education grants through the Biennium Grants Program; and host an arts education forum as part of the agency's 40<sup>th</sup> year celebration at the Hawai'i Convention Center.
- c. Two Years (FY2007): Evaluate and assess need to raise standards for the artists participating in the Artistic Teaching Partners program; in collaboration with *Arts First* Partners, launch arts education advocacy campaign; continue professional development for teachers; develop an artist residency featuring Native Hawaiian arts; feature arts education events at the state art museum, including lectures and demonstrations; complete 3 Artist in Residence projects in public schools; extend UH/Community Residency commissions program to all UH campuses; host second teacher orientation program at museum; and continue awarding arts in education grants through the Biennium Grants Program.
- d. Five Years (FY2010): Evaluate Artistic Teaching Partners program artists; continue conducting the museum's arts education programming, tours, and teacher training; complete 3 Artist in Residence projects in public schools; continue awarding arts in education grants through the Biennium Grants Program.

#### IV. Performance Measures

- A. Customer Satisfaction measure – Evaluate SFCA grants program through panelist evaluations and through continued assessment by the SFCA

grants review committee. Continue to require final project reports from contracting organizations. Conducted grants informational sessions to discuss changes to the grants program, provided technical assistance to grants applicants through statewide workshops, onsite meetings, email and telephone coverage, and newsletter and web information; and placed grants application and contract forms online at agency's website.

- B. Program Standard measure – Completed conducting programs assessment for future agency reorganization considerations in accordance with agency's Strategic Plan, FY2003-2008; assessing effectiveness of plan implementation through ongoing benchmarking process. Aligned FY 2006 agency projects and FB 2006-2007 grants projects with strategic plan. Assessed competitiveness of federal partnership application; Restructuring Commission committee structure into more streamlined model. Assessed and revised art acquisition and conservation treatment plans. Incorporated funding criteria of Department of Human Services into community grants allocation procedures.
- C. Cost Effectiveness measure – Continue to provide programs and services capable of reaching a broad based constituency; assess the amount of staff time involved in providing these services and implementing programs; monitor audience and participant group attendance at SFCA supported/sponsored events; target specific populations such as immigrant populations, youth/students, Native Hawaiians, and older adults through funds designated to serve them; and assess the effectiveness of program efforts in implementing projects using these funds.